



UDC 331

STRATEGY TO IMPROVE ORGANIZATIONAL IMAGE THROUGH PERSONALITY, SERVANT LEADERSHIP, ORGANIZATIONAL CULTURE AND SERVICE QUALITY

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ABSTRACT

This study aims to improve the strategy of organizational image by forming personality, servant leadership, organizational culture and service quality. The study was conducted at PGRI Vocational High School (SMK) in Bogor Regency with a sample of 168 schools. This study used a survey method with a path analysis approach and SITOREM analysis. The results of the study showed that there was a significant positive direct and indirect influence between organizational image, through personality, servant leadership, organizational culture and service quality. The results of the SITOREM analysis showed that based on the priority order of improvement, the variable indicators that need to be improved are: Reliability, Assurance, Tangibles, Humility, Accountability, Courage, Integrity, Listening, Innovation in work, Result-oriented, Team-oriented, Conscientiousness, Neuroticism, Openness to experience, Primary Impression, Familiarity, Preference, Position. Based on the study, it is known that the Image of PGRI Schools in Bogor Regency is not optimal. Therefore, research is needed to obtain information on variables related to improving service quality.

KEY WORDS

Organizational image, personality, servant leadership, organizational culture, service quality, SITOREM analysis.

Organizational image shows the existence of an organization in the eyes of the public, namely showing the public's view of the organization that is formed over a long period of time. A well-formed image will also have a good impact on achieving the goals set by individuals or organizations. In this case, it is able to provide opportunities for companies to gain profits from the products sold because they have a good image, besides that it will increase public trust in the organization in carrying out organizational activities.

Basically, all organizations want their image to be positive or good in the eyes of the public, because this will be able to increase the profitability, growth and existence of the organization itself. If the image of the organization in the eyes of the public is very bad, then the profitability and growth of the organization cannot be increased. Therefore, the image of the organization needs to be formed in a positive direction. Image formation aims to evaluate policies and correct misunderstandings. The formation of a positive image of an organization is closely related to the perception, attitude (establishment), and opinion of the public towards the organization.

Based on a preliminary survey conducted by distributing questionnaires to 30 stakeholders of the PGRI Vocational High School (SMK) in Bogor Regency, data was obtained that: 1). There are 35.5% of respondents who are not satisfied with the first impression, 2). There are 42.7% of respondents who are not satisfied with familiarity, 3) there are 37.8% of respondents who are not satisfied with perception, 4). There are 41.5% of respondents who are not satisfied with preference, and 5). There are 45.8% of respondents who are not satisfied with position.



The survey results above show that the image of the organization in the PGRI Vocational High School (SMK) in Bogor Regency still needs to be improved and considering that the image of the organization is an important element related to the satisfaction of educational services, this organizational image is interesting to study.

The purpose of the study is to produce strategies and methods in improving organizational image, namely by strengthening the independent variables that have a positive effect on organizational image. These variables are personality, servant leadership, organizational culture, and service quality. The optimal solution found is then used as a recommendation to related parties, namely teachers, principals, school supervisors, school organizing institutions and education offices.

LITERATURE REVIEW

Organizational image can be interpreted as the public's opinion and mindset towards an institution that is formed after going through a process of perception and stored in the public's mind (Wasesa & Macnamara, 2010). The indicators of organizational image are as follows: 1). first impression, 2). familiarity, 3) perception, 4). preference, and 5). position.

Organizational image is defined as the impression, feeling, picture of the public towards the Organization that is deliberately created from an object, person or organization (Soemirat & Ardianto, 2007). Vos and Schoemaker (2006) said that organizational image is an experience experienced by the public that is personal and continues to change over time. Organizational image can have an impact on organizational identity and influence public attitudes towards an organization. The indicators of organizational image are as follows:

- First impression: the first impression that the public has of the organization;
- Familiarity: how far the public knows about the organization and its activities;
- Perception: spontaneous assessment of the characteristics of the company that are considered appropriate to the related organization;
- Preference: characteristics and relative weight of the organization that are considered important by the public and are the reason the public chooses the organization's services;
- Position: the position of the organization when compared to other companies.

Another definition also defines image as a picture or idea that appears in the imagination of a group of individuals about the personality of an organization or institution (Oliver, 2007). Oliver (2007) said that image is often considered as an entity that is vague or abstract and is often considered as an entity that cannot be measured because the image arises from shallow and unstable thinking. However, basically the image remains a reality that is emitted from an object when the subject carries out the perception process. Organizational image is an important asset of an organization, because the image of the organization is a picture that contains impressions and assessments of an institution that is formed from various public experiences with the organization. Kim and Lee (2010) argue that organizational image is an important factor in the overall evaluation of the quality of organizational services as the perception of the organization that visitors have and is stored in their memory. organizational image reflects the reputation and values of the organization as a whole, because the image functions as a filter for all services felt by the public (Kim & Lee, 2010).

According to Haney in Danusaputra (Soemirat & Ardianto, 2007), research on organizational image is important to do because there are several significant goals for the organization, such as to predict public behavior as a reaction to the Organization's actions, facilitate cooperation efforts with the public and to maintain corporate relations with the public. From the various theories above, it can be synthesized that organizational image is the public's opinion and mindset towards an institution that is formed after going through a process of perception and stored in the public's mind. The indicators are as follows: 1). first impression, 2). familiarity, 3) perception, 4). preference, and 5). position.

Gibson et al (2012), personality is a set of relatively stable characteristics, tendencies, and temperaments that are shaped by inheritance and by significant social, cultural, and



environmental factors. Dimensions of personality are: conscientiousness, characterized by hard work, diligence, organization, reliability, and persistent behavior of a person, extraversion, namely the extent to which a person is sociable, sociable, and assertive compared to quiet, calm, and shy, friendliness.

Robbins and Judge (2018) personality is the dynamics of the organization between the individual and the psychophysical systems that determine unique adjustments to their environment with indicators: 1) conscientiousness, 2) extraversion, 3) agreeableness, 4) emotional stability, and 5) openness to experiences.

Luthans (2011) explains personality is how a person influences others and how they understand and see themselves, and how their inner and outer character measurement patterns, measure inner and outer measurable traits and interactions between situations, with indicators: 1) conscientiousness, 2) extraversion, 3) agreeableness, 4) neuroticism, and 5) openness to experience.

Hellriegel and Slocum (2011) explain that an individual's personality can be explained by a series of factors known as the big five personality factors. Specifically, personality factors describe an individual's level of emotional stability, friendliness, self-disclosure, conscientiousness, and openness to experience.

Ryckman (2013) explains that: personality is a dynamic organization that a person has, which uniquely affects cognition, motivation, and behavior in various situations. Five dimensions of personality include: 1) conscientiousness, 2) extraversion, 3) agreeableness, 4) neuroticism, 5) openness to experience.

Schermerhorn et al (th), also explained that personality encompasses the entire combination of characteristics that capture a person's unique nature as the person reacts and interacts with others. Personality combines a set of physical and mental characteristics that reflect how a person sees, thinks, acts, and feels.

Based on the descriptions that have been put forward above, it can be synthesized that personality is a tendency in a person to explain the characteristics of their behavioral patterns that are consistent with the indicators, namely: 1) conscientiousness, 2) extraversion, 3) agreeableness, 4) neuroticism, and 5) openness to experience.

Dierendonck, (2011), explains that servant leadership is a leader's behavior that prioritizes service, namely service that arises from a person's desire to serve others, which aims for the individuals being served to grow, be healthy, be autonomous, and have a spirit of service. The indicators of servant leadership are as follows: 1) empowering and developing, 2) humanizing humans, 3) expressing oneself according to oneself (authenticity), 4) developing interpersonal-acceptance, 5) providing direction, and (6) stewardship.

Parris and Peachey (2013), servant leadership is placing them/the people being led above the personal interests of the leader. The indicators of servant leadership are as follows: 1) listening, 2) empathy, 3) healing, 4) awareness, 5) persuasion, 6) conceptualization, 7) foresight, 8) stewardship 9) commitment to the growth of people and 10) building community.

Stone et al, (2004), defines servant leadership as a leader who serves and fulfills the needs of others optimally by developing the attitudes of individuals around him with the hope of having the same attitude to serve well. The indicators of servant leadership are as follows: 1) vision, 2) honesty, 3) integrity, 4) trust 5) service, and 6) style.

Spears (2010), a servant leader is a leader who prioritizes service, starting with a person's natural feeling of wanting to serve and to prioritize service. Furthermore, consciously, this choice brings aspirations and encouragement in leading others. Indicators of servant leadership are as follows: 1) listening, 2) empathy, 3) healing, 4) awareness, 5) persuasion, 6) conceptualization, 7) insight, 8) openness, 9) commitment to growth, and 10) building community.

Sendjaya, et.al, (2008) defines servant leadership as a leader who prioritizes the needs of others, aspirations, and interests of others over themselves. Servant leaders have a commitment to serve others. The indicators of servant leadership are as follows: 1) maintaining relationships, 2) being responsible, 3) morality, 4) spirituality, and 5) describing influence. From the various theories above, it can be synthesized that servant



leadership is a leader's behavior that begins with feelings and commitment to carry out conscious service, directing individuals, prioritizing the interests of others, aspirations, harmony, and good character to build common welfare and goodness. Servant leadership indicators are as follows: 1) humility behavior, 2) compassion behavior, 3) accountability behavior, 4) courage, 5) integrity behavior, and 6) listening behavior.

Every organization has goals, visions, and missions that have been set; this achievement is through an activity or work program involving leaders, employees, and the organization. This organizational culture plays a role in providing direction that must be carried out by members or leaders, or behave and act at work.

Robbins & Judge (2018), defines organizational culture as referring to the system adopted by its members that distinguishes it from other organizations. The indicators are: (a) innovation and risk taking. The level at which workers are encouraged to be innovative and take risks; (b) attention to detail. The level at which workers are expected to demonstrate precision, analysis, and attention to detail; (c) results orientation. The level of management focuses on acquisition or results and not on the techniques and processes used to achieve them; (d) individual orientation. The level of decision making by management by considering the effects of the results on people in the organization; (e) team orientation. The level of work activity is organized into teams rather than individuals; (f) aggressiveness. The level of people will be aggressive and competitive rather than relaxed; (g) stability. The level of organizational activity emphasizes maintaining the status quo in contrast to growth.

Organizational culture according to Schein (2017), is defined as the accumulation of shared learning from an organization in solving problems originating from external adaptation and internal integration; which has been validated to be taught to new members as the correct way to understand, think, feel, and behave in relation to the problem. The dimensions are: (a) artifacts: structures and processes that are visible and can be felt, observed behavior, difficult to describe; (b) beliefs and values embraced: ideals, goals, values, aspirations, ideologies, rationalizations, may or may not be in accordance with other behaviors and artifacts; (c) underlying basic assumptions: unconscious and taken-for-granted beliefs and values, determining behavior, perceptions, thoughts, and feelings.

Gibson, et al (2012), describes that organizational culture is what employees feel and how this perception creates patterns of beliefs, values, and expectations. Organizational culture has the following dimensions: (a) artifacts and creations: technology, art, visible and audible behavior patterns, (b) values: testable, in the physical environment and (c) basic assumptions: relationships with the environment, - nature of creativity, time, and space, human nature, nature of human activity and nature of human relationships.

According to Joseph & Kibera, F. (2019), organizational culture is concluded as a number of networks of basic assumptions, values and artifacts that explain the identity of an organization. Indicators of organizational culture are as follows: (a) assumptions, cannot be observed directly, they are the cerebral level of culture and are inferred from the values and artifacts of the organization. Assumptions are mental models used by managers and employees to understand the environment. (b) values are socially constructed principles that guide behavior and are reflected through goals, philosophies, and strategies that are spoken and heard, and (c) Artifacts are layers of visual and tangible culture and consist of signage, branding, and physical arrangements of the establishment.

Buchanan & Huczynski (2019), said that organizational culture is the values, beliefs and norms that are adopted which influence the way employees think, feel and act towards others inside and outside the organization. The dimensions are as follows: (a) shared: is in the behavior, values, and assumptions of the group and is experienced through their norms and expectations which are their unwritten rules; (b) pervasive: penetrates the organization and is manifested in surface manifestations such as collective behavior, physical environment, group rituals, physical symbols, stories and legends; (c) enduring: directs employees' thoughts and actions over time. Culture becomes self-reinforcing because individuals are attracted to characteristics that are similar to them, and companies select applicants who will 'fit'. Culture becomes self-reinforcing and resistant to change; (d) implicit:



despite its subconscious nature, individuals are programmed to instinctively recognize and respond to culture because it acts like a silent language.

Service quality is a comparison between the quality received (perceived quality), after receiving the service, with the expected quality, the indicators of service quality are as follows: reliability, which is consistency in providing services, responsiveness, which is responsiveness in providing services, assurance, which is a guarantee of service quality, empathy, which is careful attention to customer needs, and tangibles, the means, infrastructure and service facilities provided (Kotler, 2000).

Service quality is the customer's perception of the difference between the service received compared to the service expected. Service quality indicators are as follows: reliability, which is accuracy and consistency in service, responsiveness, which is willingness and speed of service, assurance, which is sincerity, self-confidence and skill in serving, empathy, which is deep attention to customer needs/problems, and tangibles, which is the quality of facilities, infrastructure and service facilities (Baines, Fill, & Page, 2011).

Service quality is a result that must be achieved and carried out with an action. Service quality indicators are as follows: tangible is a service that can be seen, smelled and touched, reliability is a dimension that measures the reliability of the company in providing services to its customers, responsiveness is customer expectations of service speed that are almost certain to change with an upward trend over time, assurance is a quality related to the company's ability and the behavior of front-line staff in instilling trust and confidence in its customers, and empathy, which is attention to customer needs/desires (Supranto, 2005).

Service quality is a dynamic state that is closely related to products, services, human resources, and processes and environments that can at least meet or even exceed the expected service quality. Indicators of service quality are as follows: timeliness of service, including waiting time during transactions and payment processes, accuracy of service, namely minimizing errors in service or transactions, politeness and friendliness when providing service, ease of obtaining service, namely the availability of human resources to help serve consumers, and consumer comfort, namely such as location, parking, comfortable waiting room, cleanliness aspects, availability of information, and so on (Tjiptono, 2005).

According to Wyckof (2002), service quality is a level of expected excellence, and related to it is the control action over the level of excellence to meet consumer expectations. The indicators of service quality are as follows: Tangibles: service quality in the form of physical office facilities, computerized administration, waiting rooms, information places, reliability: ability and reliability to provide reliable services, responsiveness: ability to help and provide services quickly and accurately, and responsive to consumer desires, assurance: ability and friendliness and politeness of employees in convincing consumer trust, and empathy: firm but attentive attitude of employees towards consumers.

Hardiansyah (2011), defines service quality as something related to the fulfillment of customer expectations/needs, where service is said to be quality if it can provide products and services according to customer needs and expectations. Service quality indicators are as follows: tangibles (physical), consisting of physical facilities, equipment, personnel and communication; reliability, consisting of the ability of the service unit to create the promised service appropriately; responsiveness, willingness to help consumers, responsible for the quality of service provided; competence, consisting of the demands it has, good knowledge and skills by the apparatus in providing services; courtesy (friendly), friendly attitude or behavior, friendly, responsive to consumer desires and willing to make contact; credibility (trustworthy), honest attitude in every effort to attract public trust; security (feeling safe), the service provided must be free from various dangers or risks; access, there is ease of making contact and approach; communication, the willingness of the service provider to listen to the voice, desires or aspirations of customers; and understanding the customer, and making every effort to find out customer needs.

SITOREM stands for "*Scientific Identification Theory to Conduct Operation Research in Education Management*", which can generally be interpreted as a scientific method used to identify variables (theory) to carry out "Operation Research" in the field of Education Management (Hardhienata, 2017). In the context of Correlational and Path Analysis studies,



SITOREM is used as a method to conduct: 1). identification of the strength of the relationship between the independent variable and the dependent variable, 2) analysis of the value of research results for each indicator of the research variable, and 3) analysis of the weight of each indicator of each research variable based on the criteria "Cost, Benefit, Urgency and Importance".

Based on the identification of the strength of the relationship between research variables, and based on the weight of each indicator of the independent variable that has the largest contribution, a priority order of indicators that need to be improved immediately and those that need to be maintained can be arranged. Analysis of the value of research results for each indicator of the research variable is calculated from the average score of each indicator of each research variable. The average score of each indicator is a description of the actual condition of the indicators from the perspective of the research subjects.

METHODS OF RESEARCH

This study aims to find strategies and ways to improve Organizational Image through research on the strength of influence between Organizational Image as a dependent variable and personality, servant leadership, organizational culture and service quality as independent variables. The research method used is a survey method with a path analysis test approach to test statistical hypotheses and the SITOREM method for indicator analysis to determine optimal solutions in improving organizational image. The study was conducted on permanent teachers of the foundation (GTJ) of the PGRI Vocational High School (SMK) in Bogor Regency in November 2024 with a teacher population of 289 people, with a sample of 168 teachers calculated using the Slovin formula taken from Umar (2008).

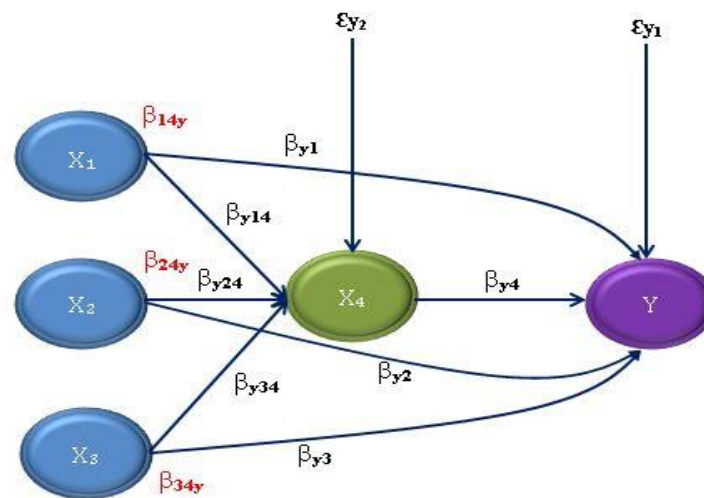


Figure 1 – Research Constellation

Note: X₁: Personality; X₄: Service Quality; X₂: Servant Leadership; Y: Organization Image; X₃: Organization Culture; β_{y1}: Direct influence of Personality (X₁) on Organizational Image (Y); β_{y2}: Direct influence of Servant Leadership (X₂) on Organizational Image (Y); β_{y3}: Direct influence of Organizational Culture (X₃) on Organizational Image (Y); β_{y4}: Direct influence of Service Quality (X₄) on Organizational Image (Y); β_{y14}: Direct influence of Personality (X₁) on Service Quality (X₄); β_{y24}: Direct influence of Servant Leadership (X₂) on Service Quality (X₄); β_{y34}: Direct influence of Organizational Culture (X₃) on Service Quality (X₄); β_{14y}: Indirect influence of Personality (X₁) on Organizational Image (Y) through Service Quality (X₄); β_{24y}: Indirect influence of Servant Leadership (X₂) on Organizational Image (Y) through Service Quality (X₄); β_{34y}: Indirect influence of Organizational Culture (X₃) on Organizational Image (Y) through Service Quality (X₄).

Data collection in this study used a research instrument in the form of a questionnaire distributed to teachers as research respondents. The research instrument items were derived from the research indicators whose conditions would be explored. Before being distributed to



respondents, the research instrument was first tested to determine its validity and reliability. Validity test was conducted using Pearson Product Moment technique, while for reliability test, calculation was used using Alpha Cronbach formula. After the data was collected, homogeneity test, normality test, linearity test, simple correlation analysis, determination coefficient analysis, partial correlation analysis, and statistical hypothesis test were conducted.

Furthermore, indicator analysis was conducted using SITOREM Method from Hardhienata to determine priority order of indicator improvement as recommendation to related parties which is the result of this research. In determining priority order of indicator handling, SITOREM uses three criteria, namely (1) strength of relationship between variables obtained from hypothesis test, (2) priority order of indicator handling based on expert assessment result, and (3) indicator value obtained from data calculation obtained from respondent's answer of research.

RESULTS AND DISCUSSION

Based on the results of the statistical description analysis for the research variables, it can be revealed about the symptoms of data centralization as listed in the following table:

Table 1 – Summary of Statistical Description of Research Variables

Description	Personality (X ₁)	Servant Leadership (X ₂)	Organization Culture (X ₃)	Quality Service (X ₄)	Organization Image (Y)
Mean	122.80	121.05	122.91	126.28	126.75
Standard Error	1.77186	1.21728	1.19771	1.25326	1.75046
Median	130	124	126.5	130	134
Mode	149	121	130	136	150
Stand Deviation	24.2945	16.6906	16.4221	17.1838	24.001
Sample Variance	590.223	278.575	269.687	295.284	576.049
Kurtosis	0.5498	0.58266	1.64832	0.85695	1.64903
Skewness	-0.7772	-0.9844	-1.3927	-1.0468	-1.4904
Range	101	70	81	77	101
Minimum Score	59	74	64	75	52
Maximum Score	160	144	145	152	153

Table 2 – Normality Test of Estimated Standard Error

Galat Estimate	n	L _{Count}	L _{Table}		Decision
			$\alpha = 0,05$	$\alpha = 0,01$	
$y - \hat{y}_1$	168	0.003	0.065	0.075	Normality
$y - \hat{y}_2$	168	0.002	0.065	0.075	Normality
$y - \hat{y}_3$	168	0.007	0.065	0.075	Normality
$y - \hat{y}_4$	168	0.006	0.065	0.075	Normality
$X_4 - X_1$	168	0.001	0.065	0.075	Normality
$X_4 - X_2$	168	0.004	0.065	0.075	Normality
$X_4 - X_3$	168	0.002	0.065	0.075	Normality
Requirements for Normal distribution: $L_{\text{count}} < L_{\text{table}}$					

Table 3 – Summary of the Data Variance Homogeneity Test

Group	X^2_{count}	X^2_{table}	Decision
		$\alpha = 0,05$	
$y - X_1$	3710.50	6132.59	Homogen
$y - X_2$	4469.28	7288.01	Homogen
$y - X_3$	4912.17	7288.01	Homogen
$y - X_4$	3714.91	6132.59	Homogen
$X_4 - X_1$	3823.33	7288.01	Homogen
$X_4 - X_2$	4592.84	8451.28	Homogen
$X_4 - X_3$	4613.17	6192.48	Homogen
Homogeneous population requirements: $X^2_{\text{count}} < X^2_{\text{table}}$			



Table 4 – Regression Model

Model of Relationships Between Variables	Regression Model	Significance Test Results
x_1 on y	$\hat{y} = 59,508 + 0,645X_1$	Significant
x_2 on y	$\hat{y} = 54,744 + 0,523X_2$	Significant
x_3 on y	$\hat{y} = 58,693 + 0,533X_3$	Significant
x_4 on y	$\hat{y} = 69,508 + 0,645X_1$	Significant
x_1 on x_4	$\hat{y} = 72,423 + 0,447X_2$	Significant
x_2 on x_4	$\hat{y} = 72,122 + 0,382X_3$	Significant
x_3 on x_4	$\hat{y} = 56,152 + 0,577X_5$	Significant
x_1 on y through x_4	$\hat{y} = 56,77 + 0,40X_2 + 0,36X_5$	Significant
x_2 on y through x_4	$\hat{y} = 44,12 + 0,37X_1 + 0,43X_4$	Significant
x_3 on y through x_4	$\hat{y} = 51,45 + 0,44X_2 + 0,30X_4$	Significant

Table 5 – Summary of the Results of the Significance Test of the Regression Model (F Test)

Model of Relationships Between Variables	Sig	α	Significance Test Results
x_1 on y	0,000 ^b	0,005	Significant
x_2 on y	0,000 ^b	0,005	Significant
x_3 on y	0,000 ^b	0,005	Significant
x_4 on y	0,000 ^b	0,005	Significant
x_1 on x_4	0,000 ^b	0,005	Significant
x_2 on x_4	0,000 ^b	0,005	Significant
x_3 on x_4	0,000 ^b	0,005	Significant
x_1 on y through x_4	0,000 ^b	0,005	Significant
x_2 on y through x_4	0,000 ^b	0,005	Significant
x_3 on y through x_4	0,000 ^b	0,005	Significant

Significant Conditions c: Sig < α

Table 6 – Summary of the Results of the Linearity Test of the Regression Model (t-Test)

Model of Relationships Between Variables	Sig	α	Linearity Pattern Test Results
x_1 on y	0,000	0,005	Linear
x_2 on y	0,000	0,005	Linear
x_3 on y	0,000	0,005	Linear
x_4 on y	0,000	0,005	Linear
x_1 on x_4	0,000	0,005	Linear
x_2 on x_4	0,000	0,005	Linear
x_3 on x_4	0,000	0,005	Linear
x_1 on y through x_4	0,000	0,005	Linear
x_2 on y through x_4	0,000	0,005	Linear
x_3 on y through x_4	0,000	0,005	Linear

Linear Conditions: Sig < α

Table 7 – Summary of Multicollinearity Tests

Dependent Variabel	Tolerance	VIF	Prerequisites	Conclusion
Personality (X_1)	0.225	4.449	H_0 : VIF < 10, there is no multicollinearity H_1 : VIF > 10, there is multicollinearity	H_0 is accepted There is no multicollinearity
Servant Leadership (X_2)	0.213	4.692	H_0 : VIF < 10, there is no multicollinearity H_1 : VIF > 10, there is multicollinearity	H_0 is accepted There is no multicollinearity
Organization Culture (X_3)	0.227	4.408	H_0 : VIF < 10, there is no multicollinearity H_1 : VIF > 10, there is multicollinearity	H_0 is accepted There is no multicollinearity
Service Quality (X_4)	0.203	5.803	H_0 : VIF < 10, there is no multicollinearity H_1 : VIF > 10, there is multicollinearity	H_0 is accepted There is no multicollinearity



Multicollinearity testing aims to determine whether the regression model finds a correlation between independent variables or free variables. Testing using the Spearman Test. The effect of this multicollinearity is to cause high variables in the sample. This means that the standard error is large, as a result when the coefficient is tested, t count will be small from t table.

In this study, to test the presence or absence of heteroscedasticity, the Glejser Test is used, where if the significance value is < 0.05 then heteroscedasticity occurs, if on the contrary the significance value is ≥ 0.05 then homoscedasticity occurs. The overall calculation results of the heteroscedasticity test in this study can be seen in the summary in the following table:

Table 8 – Summary of Heteroscedasticity Tests

Variable	Sig.	α	Prerequisite	Conclusion
Personality (X_1)	0,000	0,05	H_0 : significant value < 0.05 then there is no heteroscedasticity.. H_1 : significant value ≥ 0.05 then there is heteroscedasticity.	H_0 is accepted There is no heteroscedasticity
Servant Leadership (X_2)	0,000	0,05	H_0 : significant value < 0.05 then there is no heteroscedasticity.. H_1 : significant value ≥ 0.05 then there is heteroscedasticity.	H_0 is accepted There is no heteroscedasticity
Organization Culture (X_3)	0,000	0,05	H_0 : significant value < 0.05 then there is no heteroscedasticity.. H_1 : significant value ≥ 0.05 then there is heteroscedasticity.	H_0 is accepted There is no heteroscedasticity
Service Quality (X_4)	0,000	0,05	H_0 : significant value < 0.05 then there is no heteroscedasticity.. H_1 : significant value ≥ 0.05 then there is heteroscedasticity.	H_0 is accepted There is no heteroscedasticity

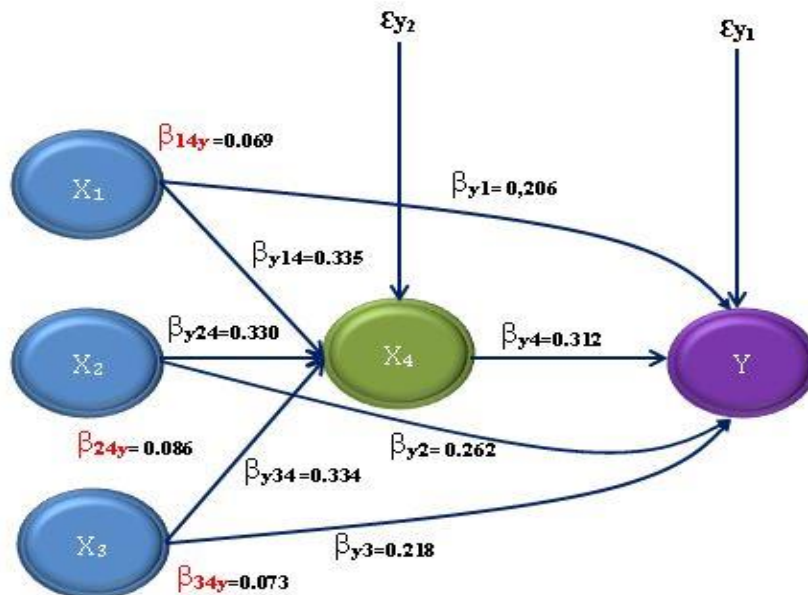


Figure 2 – Path Analysis Results

The influence between the independent variable and the dependent variable when viewed from the path analysis, then the relationship is a functional relationship where the Organizational Image (Y) is formed as a result of the functioning of the Personality function (X_1), Servant Leadership (X_2), Organizational Culture (X_3) and Service Quality (X_4). The discussion of the research results can be described as follows:



Table 9 – Research Hypothesis

Hypotesis	Path	Statistic Test	Decision	Conclusion
Personality (X1) to Organizational Image (Y)	0.206	$H_0: \beta_{z1} \leq 0$ $H_1: \beta_{z1} > 0$	H_0 rejected H_1 accepted	Direct Positive Impact
Servant Leadership (X2) to Organizational Image (Y)	0.262	$H_0: \beta_{z2} \leq 0$ $H_1: \beta_{z2} > 0$	H_0 rejected H_1 accepted	Direct Positive Impact
Organizational Culture (X3) to Organizational Image (Y)	0.218	$H_0: \beta_{z3} \leq 0$ $H_1: \beta_{z3} > 0$	H_0 rejected H_1 accepted	Direct Positive Impact
Service Quality (X4) to Organizational Image (Y)	0.312	$H_0: \beta_y \leq 0$ $H_1: \beta_y > 0$	H_0 rejected H_1 accepted	Direct Positive Impact
Personality (X1) to Service Quality (X4)	0.335	$H_0: \beta_{z1} \leq 0$ $H_1: \beta_{z1} > 0$	H_0 rejected H_1 accepted	Direct Positive Impact
Servant Leadership (X2) to Service Quality (X4)	0.330	$H_0: \beta_{z2} \leq 0$ $H_1: \beta_{z2} > 0$	H_0 rejected H_1 accepted	Direct Positive Impact
Organizational Culture (X3) to Service Quality (X4)	0.334	$H_0: \beta_{z3} \leq 0$ $H_1: \beta_{z3} > 0$	H_0 rejected H_1 accepted	Direct Positive Impact
Personality (X1) to Organizational Image (Y) through Service Quality (X4)	0.069	$H_0: \beta_{xy1} \leq 0$ $H_1: \beta_{xy1} > 0$	H_0 rejected H_1 accepted	Positive Indirect Impact
Servant Leadership (X2) to Organizational Image (Y) through Service Quality (X4)	0.086	$H_0: \beta_{xy2} \leq 0$ $H_1: \beta_{xy2} > 0$	H_0 rejected H_1 accepted	Positive Indirect Impact
Organizational Culture (X3) to Organizational Image (Y) through Service Quality (X4)	0.073	$H_0: \beta_{xy3} \leq 0$ $H_1: \beta_{xy3} > 0$	H_0 rejected H_1 accepted	Positive Indirect Impact

The indirect effect test is used to test the effectiveness of the intervening variable that mediates the independent variable and the dependent variable. The results of the indirect effect test are as follows:

Table 10 – Research Hypothesis

Indirect Effect Test	Z _{Count}	Z _{table}	Decision	Conclusion
Personality (X1) towards Organizational Image (Y) through Service Quality (X4)	5.860	1,966	H_0 rejected H_1 accepted	proven to mediate
Servant Leadership (X2) towards Organizational Image (Y) through Service Quality (X4)	4,978	1,966	H_0 rejected H_1 accepted	proven to mediate
Organizational Culture (X3) towards Organizational Image (Y) through Service Quality (X4)	4,678	1,966	H_0 rejected H_1 accepted	proven to mediate

Based on the results of statistical hypothesis testing, determination of indicator priorities, and calculation of indicator values that have been described above, a recapitulation of research results can be made which is an optimal solution in improving Organizational Image as follows:

Table 11 – SITOREM Analysis

Personality ($\beta y1 = 0,206$) (rank.IV)				
Indicator in Initial State		Indicator after Weighting by Expert		Indicator Value
1	Agreeableness	1 st	Conscientiousness (23.17%)	3.88
2	Conscientiousness	2 nd	Extraversion (22.54%)	4.10
3	Extraversion	3 rd	Agreeableness (20.96%)	4.00
4	Neuroticism	4 th	Neuroticism (18.12%)	3.61
5	Openness to experience	5 th	Openness to experience (15.21%)	3.60
Servant Leadership ($\beta y2 = 0,262$) (rank.II)				
Indicator in Initial State		Indicator after Weighting by Expert		Indicator Value
1	Accountability	1 st	Humility (26.67%)	3.57
2	Compassion	2 nd	Compassion (25.07%)	4.02
3	Courage	3 rd	Accountability (24.88%)	3.68
4	Humility	4 th	Courage (23.38%)	3.74
5	Integrity	5 th	Integrity (20.38%)	3.74
6	Listening	6 th	Listening (18.18%)	3.74
Organization Culture ($\beta y3 = 0,218$) (rank.III)				
Indicator in Initial State		Indicator after Weighting by Expert		Indicator Value
1	Adaptation to change	1 st	Innovation in work (20.45%)	3.82
2	Result-oriented	2 nd	Result-oriented (20.24%)	3.84
3	Team-oriented	3 rd	Team-oriented (19.78%)	3.92
4	Innovation in work	4 th	Empowerment of human resources in the organization (17.04%)	4.14



Table 11 Continue				
5	Consistent with rules	5 th	Consistent with the rules (16.64%)	4.02
6	Human resource empowerment in the organization	6 th	Adaptation to changes (16.64%)	4.01
Serve Quality (By4 = 0,312) (rank.I)				
Indicator in Initial State		Indicator after Weighting by Expert		Indicator Value
1	Assurance	1 st	Reliability (16.95%)	3.85
2	Empathy	2 nd	Responsiveness (16.36%)	4.11
3	Reliability	3 rd	Assurance (14.31%)	3.65
4	Responsiveness	4 th	Empathy (13.78%)	4.03
5	Tangibles	5 th	Tangibles (13.73%)	3.78
Organization Image				
Indicator in Initial State		Indicator after Weighting by Expert		Indicator Value
1	Familiarity	1 st	Primary Impression (18.48%)	3.78
2	Perception	2 nd	Familiarity (17.93%)	3.85
3	Position	3 rd	Perception (16.77%)	4.10
4	Preference	4 th	Preference (16.57%)	3.86
5	Primary Impression	5 th	Position (16.37%)	3.76
SITOREM ANALYSIS RESULT				
Priority order of indicator to be Strengthened		Indicator remain to be maintained		
1 st	Reliability	Responsiveness		
2 nd	Assurance	Empathy		
3 rd	Tangibles	Compassion		
4 th	Humility	Empowerment of HR in the organization		
5 th	Accountability	Consistent with the rules		
6 th	Courage	Adaptation to changes		
7 th	Integrity	Extraversion		
8 th	Listening	Agreeableness		
9 th	Innovation in work	Perception		
10 th	Result-oriented			
11 th	Team-oriented			
12 th	Conscientiousness			
13 th	Neuroticism			
14 th	Openness to experience			
15 th	Primary Impression			
16 th	Familiarity			
17 th	Preference			
18 th	Position			

CONCLUSION

Based on the results of the analysis, discussion of research results and hypotheses that have been tested, it can be concluded as follows:

- Strengthening organizational image can be done by using a strategy to strengthen variables that have a positive effect on organizational image;
- Variables that have a positive effect on organizational image are personality, servant leadership, organizational culture and service quality. This is proven from the results of variable analysis using the path analysis method;
- The way to strengthen organizational image is to improve weak indicators and maintain good indicators from each research variable.

Based on the conclusions of the research above, the implications of this research can be drawn as follows:

- If the organizational image is to be strengthened, it is necessary to strengthen personality, servant leadership and organizational culture as exogenous variables with service quality as an intervening variable;
- If personality is to be developed, it is necessary to improve the indicators that are still weak, namely: conscientiousness, neuroticism, and openness to experience and maintain or develop the indicators: extraversion and agreeableness;
- If servant leadership is to be developed, it is necessary to improve the indicators that are still weak, namely, humility, accountability, courage, integrity, and listening, and maintain or develop the indicator: compassion;



- If organizational culture is to be developed, it is necessary to improve the indicators that are still weak, namely: innovation in work, oriented on work results, and team oriented, and maintain or develop the indicators: empowerment of hr in the organization, consistent with the rules, and adaptation to changes;
- If the quality of service is to be improved, it is necessary to improve the indicators that are still weak, namely reliability, assurance, and tangibles, as well as maintaining or developing the indicators: responsiveness and empathy.

Recommendations that can be given to related parties are as follows:

- The principal needs to improve the organizational image by strengthening personality, servant leadership, organizational culture and service quality. By improving: primary impression, familiarity, preference, and position and by maintaining perception;
- The ministry of education, culture, research and technology (kemdikbudristek) and school organizing institutions need to foster teachers in improving the organizational image by providing appropriate direction to strengthen the strengthening of personality, servant leadership, organizational culture and service quality in accordance with the results of this study.

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